

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

2013**Open to Public Inspection**Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter Social Security numbers on this form as it may be made public.

▶ Information about Form 990 and its instructions is at www.irs.gov/form990.

A For the 2013 calendar year, or tax year beginning JULY 01 , 2013, and ending JUNE 30 , 20 14																							
B Check if applicable: <input checked="" type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="2">C Name of organization COLLEGE ENTRANCE EXAMINATION BOARD</td> <td>D Employer identification number 13-1623965</td> </tr> <tr> <td colspan="2">Doing Business As THE COLLEGE BOARD</td> <td rowspan="3">E Telephone number (212)713-8000</td> </tr> <tr> <td colspan="2">Number and street (or P.O. box if mail is not delivered to street address) Room/suite 250 VESEY STREET</td> </tr> <tr> <td colspan="2">City or town, state or province, country, and ZIP or foreign postal code NEW YORK, NY 10281</td> </tr> <tr> <td colspan="2">F Name and address of principal officer: DAVID COLEMAN SAME AS C ABOVE</td> <td>G Gross receipts \$ 908,653,248</td> </tr> <tr> <td colspan="2">I Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527</td> <td>H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions)</td> </tr> <tr> <td colspan="2">J Website: ▶ WWW.COLLEGEBOARD.ORG</td> <td>H(c) Group exemption number ▶</td> </tr> <tr> <td colspan="2">K Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶</td> <td>L Year of formation 1900 M State of legal domicile: NY</td> </tr> </table>	C Name of organization COLLEGE ENTRANCE EXAMINATION BOARD		D Employer identification number 13-1623965	Doing Business As THE COLLEGE BOARD		E Telephone number (212)713-8000	Number and street (or P.O. box if mail is not delivered to street address) Room/suite 250 VESEY STREET		City or town, state or province, country, and ZIP or foreign postal code NEW YORK, NY 10281		F Name and address of principal officer: DAVID COLEMAN SAME AS C ABOVE		G Gross receipts \$ 908,653,248	I Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions)	J Website: ▶ WWW.COLLEGEBOARD.ORG		H(c) Group exemption number ▶	K Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		L Year of formation 1900 M State of legal domicile: NY
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Part I Summary

1	Briefly describe the organization's mission or most significant activities: FOUNDED IN 1900, THE COLLEGE BOARD WAS CREATED TO EXPAND ACCESS TO HIGHER EDUCATION. WE ARE A MISSION-DRIVEN, MEMBERSHIP ORGANIZATION MADE UP OF OVER 6,000 OF THE WORLD'S LEADING COLLEGES. (CONTINUED ON SCHEDULE O)		
2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
3	Number of voting members of the governing body (Part VI, line 1a) MAY 21 2015	3	31
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	30
5	Total number of individuals employed in calendar year 2013 (Part V, line 2a)	5	1,656
6	Total number of volunteers (estimate if necessary)	6	473
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	-461,005
b	Net unrelated business taxable income from Form 990-T, line 34	7b	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	7,569,739	8,058,498
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	771,895,617	813,419,085
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	16,352,246	19,195,407
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	0	0
		795,817,602	840,672,990
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	5,048,333	909,647
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	0	0
	16a Professional fundraising fees (Part IX, column (A), line 11e)	210,846,888	199,254,431
	b Total fundraising expenses (Part IX, column (D), line 25) ▶ 317,616	0	0
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	524,666,464	541,614,047
	18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	740,561,685	741,778,125
	19 Revenue less expenses. Subtract line 18 from line 12	55,255,917	98,894,865
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)	855,997,364	1,051,239,889
	22 Net assets or fund balances. Subtract line 21 from line 20	156,933,223	202,733,948
		699,064,141	848,505,941

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer GARY MEYER, CHIEF ACCOUNTING OFFICER Type or print name and title	
Paid Preparer Use Only	Print/Type preparer's name TRAVIS PATTON Firm's name ▶ PRICEWATERHOUSECOOPERS LLP Firm's address ▶ 1301 K STREET NW 800W, WASHINGTON	Preparer's signature

May the IRS discuss this return with the preparer shown above? (see instructions)

For Paperwork Reduction Act Notice, see the separate instructions.

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☒**1** Briefly describe the organization's mission:

OUR MISSION IS TO SERVE OVER 6,000 MEMBERS AND CONNECT MORE THAN 7 MILLION STUDENTS TO COLLEGE SUCCESS AND CAREER OPPORTUNITY THROUGH OUR PROGRAMS AND INITIATIVES, WE CHALLENGE ALL STUDENTS TO OWN THEIR FUTURE BY PRACTICING HARD AND TAKING ADVANTAGE OF EVERY OPPORTUNITY THEY EARN

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 288,527,478 including grants of \$ 210,000) (Revenue \$ 332,800,796)
ASSESSMENTS

THE COLLEGE BOARD IS COMMITTED TO DELIVERING FOCUSED, CLEAR, AND USEFUL ASSESSMENTS THAT REFLECT WHAT STUDENTS ARE ALREADY LEARNING IN THEIR CLASSROOMS. WORKING TOGETHER, COLLEGE BOARD ASSESSMENTS PROVIDE BENCHMARKS AND CONSISTENT FEEDBACK FOR MEASURING STUDENT PROGRESS OVER TIME, ALLOWING TEACHERS TO ACCELERATE STUDENTS WHO ARE EITHER AHEAD OR BEHIND. FEE WAIVERS AND DISCOUNTS OF \$78 MILLION WERE PROVIDED TO UNDERREPRESENTED STUDENTS IN THE CURRENT TAX YEAR.

• REDESIGNED SAT + PSAT/NMSQT. MORE THAN EVER, THESE EXAMS WILL BE FOCUSED ON THE SKILLS AND KNOWLEDGE EVIDENCE SHOWS IS NECESSARY FOR COLLEGE AND CAREER SUCCESS. 1.67 MILLION STUDENTS IN THE CLASS OF 2014 TOOK THE SAT, 47.5% OF TEST TAKERS WERE MINORITY STUDENTS. THE COLLEGE BOARD PROVIDED FREE PREPARATION RESOURCES AND TESTING FOR 23.6% OF SAT TAKERS. THE (CONTINUED ON SCHEDULE O)

4b (Code:) (Expenses \$ 247,993,927 including grants of \$ 282,003) (Revenue \$ 382,276,339)
AP & INSTRUCTION

• THE COLLEGE BOARD'S UNIQUE INSTRUCTION OFFERINGS PLAY A KEY ROLE IN PREPARING STUDENTS FOR SUCCESS IN COLLEGE AND CAREER. SPRINGBOARD, SPRINGBOARD'S RESEARCH-BASED ENGLISH LANGUAGE ARTS AND MATHEMATICS CURRICULA ARE DESIGNED TO PREPARE STUDENTS FOR SUCCESS IN ADVANCED PLACEMENT COURSES, COLLEGE, AND CAREER.

• ADVANCED PLACEMENT PROGRAM. FOUNDED IN 1955, AP GIVES STUDENTS THE OPPORTUNITY TO ACCESS COLLEGE-LEVEL WORK IN HIGH SCHOOL. STUDENTS WHO SUCCEED IN AP ARE MORE LIKELY TO SUCCEED IN COLLEGE AND HAVE POTENTIAL TO SAVE TIME AND MONEY THROUGH PLACEMENT AND CREDIT-GRANTING POLICIES.

• AP POTENTIAL. AP POTENTIAL IS A FREE, WEB-BASED TOOL THAT (CONTINUED ON SCHEDULE O)

4c (Code:) (Expenses \$ 40,299,688 including grants of \$ 267,644) (Revenue \$ 76,067,694)
COLLEGE OPPORTUNITIES & ENROLLMENT

• STUDENT SEARCH SERVICE AND CSS/FINANCIAL AID PROFILE. STUDENT SEARCH SERVICE HELPS INTRODUCE STUDENTS TO HIGHER EDUCATION AND FINANCIAL AID OPPORTUNITIES BY OFFERING THEM THE ABILITY TO PROVIDE PERSONAL AND PREFERENTIAL INFORMATION TO COLLEGES AND SCHOLARSHIP PROGRAMS THAT ARE LOOKING FOR STUDENTS LIKE THEM — ALL AT NO COST TO THE STUDENT. CSS/FINANCIAL AID PROFILE IS USED BY MORE THAN 350 ORGANIZATIONS TO HELP MANAGE THE FINANCIAL AID PROCESS EFFICIENTLY AND EQUITABLY AND TO AWARD NEED-BASED AID TO THE RIGHT STUDENTS AT THE RIGHT TIME.

4d Other program services (Describe in Schedule O.)

(Expenses \$ 54,930,455 including grants of \$ 150,000) (Revenue \$ 22,274,256)

4e Total program service expenses **▶** 631,751,548

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V	<input checked="" type="checkbox"/>	<input type="checkbox"/>
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	<input checked="" type="checkbox"/>	<input type="checkbox"/>
12 a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	<input type="checkbox"/>	<input checked="" type="checkbox"/>
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	<input type="checkbox"/>	<input checked="" type="checkbox"/>
14 a Did the organization maintain an office, employees, or agents outside of the United States?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	<input checked="" type="checkbox"/>	<input type="checkbox"/>
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	<input type="checkbox"/>	<input checked="" type="checkbox"/>
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	<input type="checkbox"/>	<input checked="" type="checkbox"/>
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	<input type="checkbox"/>	<input checked="" type="checkbox"/>
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	<input type="checkbox"/>	<input checked="" type="checkbox"/>
20 a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	<input type="checkbox"/>	<input type="checkbox"/>

Part IV Checklist of Required Schedules (continued)

	Yes	No
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
22 Did the organization report more than \$5,000 of grants or other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	<input type="checkbox"/>	<input type="checkbox"/>
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	<input type="checkbox"/>	<input type="checkbox"/>
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	<input type="checkbox"/>	<input type="checkbox"/>
25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If so, complete Schedule L, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):	<input type="checkbox"/>	<input type="checkbox"/>
a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	<input type="checkbox"/>	<input type="checkbox"/>
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Form **990** (2013)

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

		Yes	No
1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a 1,677		
b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b 0		
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		✓	
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a 1,656		
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		✓	
Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?		✓	
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O		✓	
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		✓	
b If "Yes," enter the name of the foreign country: ► BF, VI, CA, CJ, MP, UK See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.			
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?			✓
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			✓
c If "Yes" to line 5a or 5b, did the organization file Form 8886-T?			
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?			✓
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			
7 Organizations that may receive deductible contributions under section 170(c).			
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?			✓
b If "Yes," did the organization notify the donor of the value of the goods or services provided?			
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			✓
d If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			✓
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?			✓
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?			
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?			
8 Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?			
9 Sponsoring organizations maintaining donor advised funds.			
a Did the organization make any taxable distributions under section 4966?			
b Did the organization make a distribution to a donor, donor advisor, or related person?			
10 Section 501(c)(7) organizations. Enter:			
a Initiation fees and capital contributions included on Part VIII, line 12	10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11 Section 501(c)(12) organizations. Enter:			
a Gross income from members or shareholders	11a		
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?			
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.			
a Is the organization licensed to issue qualified health plans in more than one state?			
Note. See the instructions for additional information the organization must report on Schedule O.			
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b		
c Enter the amount of reserves on hand	13c		
14a Did the organization receive any payments for indoor tanning services during the tax year?			✓
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	14b		

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year 1a 31 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
b Enter the number of voting members included in line 1a, above, who are independent 1b 30		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	<input checked="" type="checkbox"/>
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?	3	<input checked="" type="checkbox"/>
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4	<input checked="" type="checkbox"/>
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5	<input checked="" type="checkbox"/>
6 Did the organization have members or stockholders?	6 <input checked="" type="checkbox"/>	
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a <input checked="" type="checkbox"/>	
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b <input checked="" type="checkbox"/>	
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a The governing body?	8a <input checked="" type="checkbox"/>	
b Each committee with authority to act on behalf of the governing body?	8b <input checked="" type="checkbox"/>	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9	<input checked="" type="checkbox"/>

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a	<input checked="" type="checkbox"/>
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a <input checked="" type="checkbox"/>	
b Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a <input checked="" type="checkbox"/>	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b <input checked="" type="checkbox"/>	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c <input checked="" type="checkbox"/>	
13 Did the organization have a written whistleblower policy?	13 <input checked="" type="checkbox"/>	
14 Did the organization have a written document retention and destruction policy?	14 <input checked="" type="checkbox"/>	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official	15a <input checked="" type="checkbox"/>	
b Other officers or key employees of the organization	15b <input checked="" type="checkbox"/>	
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	<input checked="" type="checkbox"/>
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ► CA, DC, NY

18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization: ► GARY W MEYER, 250 VESEY STREET, NEW YORK, NY 10281, (212)713-8000

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 - List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
 - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
 - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
 - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) SHIRLEY A. ORT TRUSTEE	2	✓		✓				0	0	0
(2) DAVID COLEMAN PRESIDENT & CEO/TRUSTEE	40	✓		✓				690,854	0	41,338
(3) MAGHAN KEITA TRUSTEE	2	✓		✓				0	0	0
(4) MARY B. NUCCIARONE TRUSTEE	2	✓						0	0	0
(5) NATHAN BROSTROM TRUSTEE	2	✓						0	0	0
(6) MARGIE HUERTA TRUSTEE	2	✓						0	0	0
(7) CHIO FLORES TRUSTEE	2	✓						0	0	0
(8) WILLIE J. GILCHRIST TRUSTEE	2	✓						0	0	0
(9) BELINDA W. CHUNG TRUSTEE	2	✓						0	0	0
(10) BARBARA A. GILL TRUSTEE	2	✓						0	0	0
(11) LUIS MARTINEZ-FERNANDEZ TRUSTEE	2	✓						0	0	0
(12) PAUL G. WEAVER TRUSTEE	2	✓						0	0	0
(13) DOUGLAS L. CHRISTIANSEN TRUSTEE	2	✓						0	0	0
(14) PAMELA T. HORNE TRUSTEE	2	✓						0	0	0

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) DANIEL J RODAS TRUSTEE	2	✓						0	0	0
(16) PAUL W SECHRIST TRUSTEE	2	✓						0	0	0
(17) WILLIAM M SCHILLING TRUSTEE	2	✓						0	0	0
(18) KAREN FRANCIS-BEGAY TRUSTEE	2	✓						0	0	0
(19) SHUN FANG CHANG TRUSTEE	2	✓						0	0	0
(20) TERRY GRIER TRUSTEE	2	✓						0	0	0
(21) JAMES TILTON TRUSTEE	2	✓						0	0	0
(22) PAM PAULSON TRUSTEE	2	✓						0	0	0
(23) PHILIP A BALLINGER TRUSTEE	2	✓						0	0	0
(24) KAREN COOPER TRUSTEE	2	✓						0	0	0
(25) MARGARETH ETIENNE TRUSTEE	2	✓						0	0	0
1b Sub-total								690,854	0	41,338
c Total from continuation sheets to Part VII, Section A								7,676,618	0	811,428
d Total (add lines 1b and 1c)								8,367,472	0	852,766

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **719**

- 3** Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual **3** ✓
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual **4** ✓
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person **5** ✓

Section B. Independent Contractors

- 1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
EDUCATIONAL TESTING SERVICES, 4897 COLLECTION CENTER DRIVE, CHICAGO, IL 60693	TESTING SERVICES	322,055,547
NCS PEARSON, 21866 NETWORK PLACE, CHICAGO, IL 60673	TESTING SERVICES	32,650,419
EXPERIS IT SERVICES US, LLC, 4400 POST OAK PARKWAY, HOUSTON, TX 77027	IT CONSULTING	17,231,179
ALORICA, INC , 8151 PETERS ROAD, PLANTATION, FL 33324	CALL CENTER SERVICES	11,888,942
FULLFILLMENT AMERICA, ONE BURLINTON AVE , WILMINGTON, MA 01887	FULFILLMENT SERVICES	4,454,220

- 2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **247**

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a					
	b	Membership dues	1b					
	c	Fundraising events	1c					
	d	Related organizations	1d					
	e	Government grants (contributions)	1e	4,046,583				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	4,011,915				
	g	Noncash contributions included in lines 1a-1f \$						
	h	Total. Add lines 1a-1f ▶		8,058,498				
Program Service Revenue				Business Code				
	2a	AP AND INSTRUCTION	611710	382,276,339	382,276,339			
	b	ASSESSMENTS	611710	332,800,796	332,800,796			
	c	COLLEGE OPPORTUNITIES & ENROLLMENT	611710	76,067,694	76,067,694			
	d	OTHER SERVICES	611710	22,274,256	22,274,256			
	e			0				
	f	All other program service revenue .		0	0	0	0	
	g	Total. Add lines 2a-2f ▶		813,419,085				
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) ▶		12,013,375		-461,005	12,474,380	
	4	Income from investment of tax-exempt bond proceeds ▶		0				
	5	Royalties ▶		0				
	6a	Gross rents	(i) Real	(ii) Personal				
		b	Less: rental expenses					
		c	Rental income or (loss)	0	0			
		d	Net rental income or (loss) ▶		0			
	7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
		b	Less: cost or other basis and sales expenses	51,350,777	16,629,481			
		c	Gain or (loss)	2,146,567	5,035,465			
		d	Net gain or (loss) ▶		7,182,032		7,182,032	
	8a	Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	a					
		b	Less: direct expenses	b				
		c	Net income or (loss) from fundraising events . ▶		0			
		9a	Gross income from gaming activities. See Part IV, line 19	a				
	9a	Less: direct expenses	b					
		c	Net income or (loss) from gaming activities . . ▶		0			
		10a	Gross sales of inventory, less returns and allowances	a				
		b	Less: cost of goods sold	b				
	10a	Net income or (loss) from sales of inventory . . ▶		0				
Miscellaneous Revenue			Business Code					
11a				0				
b				0				
11a	c			0				
	d	All other revenue		0	0	0		
	e	Total. Add lines 11a-11d ▶		0				
	12	Total revenue. See instructions. ▶		840,672,990	813,419,085	-461,005	19,656,412	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the United States. See Part IV, line 21	547,062	547,062		
2 Grants and other assistance to individuals in the United States. See Part IV, line 22	362,585	362,585		
3 Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16	0			
4 Benefits paid to or for members	0			
5 Compensation of current officers, directors, trustees, and key employees	5,648,302	1,171,775	4,476,527	0
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
7 Other salaries and wages	148,336,103	101,465,998	46,674,331	195,774
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	17,951,614	12,037,082	5,889,238	25,294
9 Other employee benefits	15,607,217	10,465,095	5,120,131	21,991
10 Payroll taxes	11,711,195	7,852,699	3,841,995	16,501
11 Fees for services (non-employees):				
a Management	0			
b Legal	1,078,320	559,689	518,631	
c Accounting	395,064		395,064	
d Lobbying	1,768,295		1,768,295	
e Professional fundraising services. See Part IV, line 17	0			
f Investment management fees	4,652,544		4,652,544	
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	31,485,349	29,318,084	2,167,265	0
12 Advertising and promotion	2,295,082	2,295,082		
13 Office expenses	10,289,707	4,336,668	5,951,239	1,800
14 Information technology	17,654,216	10,415,474	7,238,742	
15 Royalties	0			
16 Occupancy	25,361,237	16,904,445	8,424,548	32,244
17 Travel	17,887,197	15,009,763	2,861,351	16,083
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19 Conferences, conventions, and meetings	8,064,892	7,105,534	951,690	7,668
20 Interest	0			
21 Payments to affiliates	0			
22 Depreciation, depletion, and amortization	20,308,466	13,913,026	6,395,440	
23 Insurance	875,048		875,048	
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a ASSESSMENT ADMINISTRATION & DEVELOPMENT	376,552,259	376,247,729	304,530	
b PRINTING AND PUBLICATIONS	13,730,890	13,636,045	94,584	261
c RESEARCH	3,505,549	3,505,549		
d MARKETING	4,502,073	3,876,388	625,685	
e All other expenses	1,207,859	725,776	482,083	0
25 Total functional expenses. Add lines 1 through 24e	741,778,125	631,751,548	109,708,961	317,616
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)	0			

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	15,413,383	1	15,788,675
	2 Savings and temporary cash investments	132,211,005	2	232,956,261
	3 Pledges and grants receivable, net	3,195,141	3	4,345,769
	4 Accounts receivable, net	156,054,477	4	123,582,337
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L	0	5	0
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L	0	6	0
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	10,069,749	9	12,718,262
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 126,292,020		
	b Less: accumulated depreciation	10b 56,124,918	10c	70,167,102
	11 Investments—publicly traded securities	255,039,287	11	343,437,066
	12 Investments—other securities. See Part IV, line 11	207,765,841	12	240,723,621
	13 Investments—program-related. See Part IV, line 11	0	13	0
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	4,850,952	15	7,520,796
16 Total assets. Add lines 1 through 15 (must equal line 34)	855,997,364	16	1,051,239,889	
Liabilities	17 Accounts payable and accrued expenses	65,946,726	17	102,380,711
	18 Grants payable		18	
	19 Deferred revenue	36,965,777	19	39,273,177
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L	0	22	0
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	54,020,720	25	61,080,060
	26 Total liabilities. Add lines 17 through 25	156,933,223	26	202,733,948
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	693,624,046	27	842,943,829
	28 Temporarily restricted net assets	5,440,095	28	5,562,112
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
	33 Total net assets or fund balances	699,064,141	33	848,505,941
	34 Total liabilities and net assets/fund balances	855,997,364	34	1,051,239,889

Form **990** (2013)

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☒

1	Total revenue (must equal Part VIII, column (A), line 12)	1	840,672,990
2	Total expenses (must equal Part IX, column (A), line 25)	2	741,778,125
3	Revenue less expenses. Subtract line 2 from line 1	3	98,894,865
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	699,064,141
5	Net unrealized gains (losses) on investments	5	51,123,745
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	-576,810
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	848,505,941

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

- 1** Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant? . . .
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant? . . .
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:
☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- c** If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? . . .
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.

	Yes	No
2a		✓
2b	✓	
2c	✓	
3a	✓	
3b	✓	

Form **990** (2013)

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2013

**Open to Public
Inspection**

Name of the organization

COLLEGE ENTRANCE EXAMINATION BOARD

Employer identification number

13-1623965

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 11, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E.)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: _____
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vii)**. (Complete Part II.)
- 9 ☒ An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 10 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 11 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See **section 509(a)(3)**. Check the box that describes the type of supporting organization and complete lines 11e through 11h.

a ☐ Type I b ☐ Type II c ☐ Type III—Functionally integrated d ☐ Type III—Non-functionally integrated

e ☐ By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2).

f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box ☐

g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

(i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?

(ii) A family member of a person described in (i) above?

(iii) A 35% controlled entity of a person described in (i) or (ii) above?

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

h Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U.S.?		(vii) Amount of monetary support
			Yes	No	Yes	No	Yes	No	
(A)									
(B)									
(C)									
(D)									
(E)									
Total									0

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Cat. No. 11285F

Schedule A (Form 990 or 990-EZ) 2013

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
11 Total support. Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2013 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2012 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test—2013. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
b 33 1/3% support test—2012. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
17a 10%-facts-and-circumstances test—2013. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
b 10%-facts-and-circumstances test—2012. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions <input type="checkbox"/>		

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	11,370	9,834	9,165	7,570	8,058	45,997
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	657,104	695,645	737,199	771,896	813,419	3,675,263
3 Gross receipts from activities that are not an unrelated trade or business under section 513						0
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0
5 The value of services or facilities furnished by a governmental unit to the organization without charge						0
6 Total. Add lines 1 through 5	668,474	705,479	746,364	779,466	821,477	3,721,260
7a Amounts included on lines 1, 2, and 3 received from disqualified persons	0	0	0	0	0	0
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year	0	0	0	0	0	0
c Add lines 7a and 7b	0	0	0	0	0	0
8 Public support. (Subtract line 7c from line 6.)						3,721,260

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
9 Amounts from line 6	668,474	705,479	746,364	779,466	821,477	3,721,260
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	4,633	6,831	7,415	9,584	12,013	40,476
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						0
c Add lines 10a and 10b	4,633	6,831	7,415	9,584	12,013	40,476
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						0
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						0
13 Total support. (Add lines 9, 10c, 11, and 12.)	673,107	712,310	753,779	789,050	833,490	3,761,736
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2013 (line 8, column (f) divided by line 13, column (f))	15	98 92 %
16 Public support percentage from 2012 Schedule A, Part III, line 15	16	99 11 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2013 (line 10c, column (f) divided by line 13, column (f))	17	1 08 %
18 Investment income percentage from 2012 Schedule A, Part III, line 17	18	0 88 %
19a 33 1/3% support tests—2013. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization <input checked="" type="checkbox"/>		
b 33 1/3% support tests—2012. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization <input type="checkbox"/>		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions <input type="checkbox"/>		

Part IV

Supplemental Information Complete this part to provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

SCHEDULE C
(Form 990 or 990-EZ)

Political Campaign and Lobbying Activities

OMB No 1545-0047

2013

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

For Organizations Exempt From Income Tax Under section 501(c) and section 527
▶ **Complete if the organization is described below.** ▶ **Attach to Form 990 or Form 990-EZ.**
▶ **See separate instructions.** ▶ **Information about Schedule C (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.**

If the organization answered "Yes," to Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes," to Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes," to Form 990, Part IV, line 5 (Proxy Tax) or Form 990-EZ, Part V, line 35c (Proxy Tax), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization	Employer identification number
COLLEGE ENTRANCE EXAMINATION BOARD	13-1623965

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.
- 2 Political expenditures ▶ \$
- 3 Volunteer hours ▶

Part I-B Complete if the organization is exempt under section 501(c)(3).

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ☐ Yes ☐ No
- 4a Was a correction made? ☐ Yes ☐ No
- b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$
- 3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ▶ \$
- 4 Did the filing organization file **Form 1120-POL** for this year? ☐ Yes ☐ No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Cat. No 50084S

Schedule C (Form 990 or 990-EZ) 2013

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A** Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
1a	Total lobbying expenditures to influence public opinion (grass roots lobbying)														
b	Total lobbying expenditures to influence a legislative body (direct lobbying)														
c	Total lobbying expenditures (add lines 1a and 1b)														
d	Other exempt purpose expenditures														
e	Total exempt purpose expenditures (add lines 1c and 1d)														
f	Lobbying nontaxable amount. Enter the amount from the following table in both columns.														
<table border="1"> <thead> <tr> <th>If the amount on line 1e, column (a) or (b) is:</th> <th>The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e.	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e.														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000.														
g	Grassroots nontaxable amount (enter 25% of line 1f)														
h	Subtract line 1g from line 1a. If zero or less, enter -0-														
i	Subtract line 1f from line 1c. If zero or less, enter -0-														
j	If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		<input type="checkbox"/> Yes <input type="checkbox"/> No												

4-Year Averaging Period Under Section 501(h)

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 2a through 2f on page 4.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) Total
2a Lobbying nontaxable amount					
b Lobbying ceiling amount (150% of line 2a, column (e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Schedule C (Form 990 or 990-EZ) 2013

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes," response to lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

	(a)		(b)
	Yes	No	Amount
1 During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a Volunteers?		✓	
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?	✓		
c Media advertisements?		✓	
d Mailings to members, legislators, or the public?	✓		
e Publications, or published or broadcast statements?		✓	
f Grants to other organizations for lobbying purposes?		✓	
g Direct contact with legislators, their staffs, government officials, or a legislative body?	✓		1,768,295
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?		✓	
i Other activities?		✓	
j Total. Add lines 1c through 1i			1,768,295
2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?		✓	
b If "Yes," enter the amount of any tax incurred under section 4912			
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

	Yes	No
1 Were substantially all (90% or more) dues received nondeductible by members?	1	
2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
3 Did the organization agree to carry over lobbying and political expenditures from the prior year?	3	

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No," OR (b) Part III-A, line 3, is answered "Yes."

1 Dues, assessments and similar amounts from members	1	
2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a Current year	2a	
b Carryover from last year	2b	
c Total	2c	
3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4 If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5 Taxable amount of lobbying and political expenditures (see instructions)	5	

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, line 2; and Part II-B, line 1. Also, complete this part for any additional information.

SEE NEXT PAGE

Part IV

Supplemental Information Complete this part to provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; and Part II-B, line 1i. Also, complete this part for any additional information.

Return Reference	Identifier	Explanation
SCHEDULE C, PART II-B, LINE 1	DESCRIPTION OF THE ACTIVITIES REPORTED ON LINES 1A THROUGH 1I	THE COLLEGE BOARD CONTACTS LEGISLATORS AND THEIR STAFFS TO PROVIDE DATA AND STATISTICS ON K-12 EDUCATION AND COLLEGE ADMISSIONS, AND TO ENCOURAGE THEM TO SUPPORT APPROPRIATIONS FOR EDUCATION

**SCHEDULE D
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

► **Complete if the organization answered "Yes," to Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**
► **Attach to Form 990.**

► **Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.**

OMB No 1545-0047

2013

**Open to Public
Inspection**

Name of the organization

COLLEGE ENTRANCE EXAMINATION BOARD

Employer identification number

13-1623965

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate contributions to (during year)		
3 Aggregate grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		<input type="checkbox"/> Yes <input type="checkbox"/> No

Part II Conservation Easements.

Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply). <input type="checkbox"/> Preservation of land for public use (e.g., recreation or education) <input type="checkbox"/> Preservation of an historically important land area <input type="checkbox"/> Protection of natural habitat <input type="checkbox"/> Preservation of a certified historic structure <input type="checkbox"/> Preservation of open space	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ►	
4 Number of states where property subject to conservation easement is located ►	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ►	
7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ► \$	
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenues included in Form 990, Part VIII, line 1 ► \$ (ii) Assets included in Form 990, Part X ► \$	
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items: a Revenues included in Form 990, Part VIII, line 1 ► \$ b Assets included in Form 990, Part X ► \$	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a** ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange programs
e ☐ Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

Part V Endowment Funds.

Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	5,441,000	5,313,000	13,675,000	16,907,000	21,296,000
b Contributions	6,831,000	6,450,000	5,215,000	8,847,000	6,493,000
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs	6,710,000	6,322,000	13,577,000	12,079,000	10,882,000
f Administrative expenses					
g End of year balance	5,562,000	5,441,000	5,313,000	13,675,000	16,907,000

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a** Board designated or quasi-endowment %
b Permanent endowment %
c Temporarily restricted endowment 100 %

The percentages in lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

	Yes	No
(i) unrelated organizations	3a(i)	<input checked="" type="checkbox"/>
(ii) related organizations	3a(ii)	<input checked="" type="checkbox"/>

b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? **3b**

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				0
b Buildings		20,092,834	13,187,357	6,905,477
c Leasehold improvements		26,616,056	9,121,870	17,494,186
d Equipment		68,955,470	31,268,259	37,687,211
e Other		10,627,660	2,547,432	8,080,228
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).)				70,167,102

Part VII Investments—Other Securities.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A) NONPUBLICLY TRADED SECURITIES	129,557,858	END OF YEAR MARKET VALUE
(B) PARTNERSHIPS	111,165,763	END OF YEAR MARKET VALUE
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) ▶	240,723,621	

Part VIII Investments—Program Related.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

Part IX Other Assets.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

Part X Other Liabilities.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) SECURITY DEPOSIT	104,172
(3) DEFERRED RENT	20,703,726
(4) 457 (B) PLAN LIABILITY	3,926,581
(5) ACCRUED POST-RETIREMENT BENEFITS	36,345,581
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	61,080,060

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☒

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" to Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	887,144,181
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains on investments	2a	51,123,745
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	0
e	Add lines 2a through 2d	2e	51,123,745
3	Subtract line 2e from line 1	3	836,020,436
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	4,652,554
b	Other (Describe in Part XIII.)	4b	0
c	Add lines 4a and 4b	4c	4,652,554
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	840,672,990

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" to Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	737,125,571
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	0
e	Add lines 2a through 2d	2e	0
3	Subtract line 2e from line 1	3	737,125,571
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	4,652,554
b	Other (Describe in Part XIII.)	4b	0
c	Add lines 4a and 4b	4c	4,652,554
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	741,778,125

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

SEE NEXT PAGE

Part XIII

Supplemental Information Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference	Identifier	Explanation
SCHEDULE D, PART V, LINE 4	INTENDED USES OF ENDOWMENT FUNDS	INNOVATION/ADVOCACY & EDUCATIONAL/PUBLIC SERVICE
SCHEDULE D, PART X, LINE 2	FIN 48 (ASC 740) FOOTNOTE	<p>THE BOARD RECOGNIZES IN THE AUDITED FINANCIAL STATEMENTS ONLY THOSE TAX POSITIONS DETERMINED TO BE MORE LIKELY THAN NOT OF BEING SUSTAINED UPON EXAMINATION BASED ON THE TECHNICAL MERITS OF THE POSITIONS UNDER THE PRESUMPTIONS THAT THE TAXING AUTHORITIES HAVE FULL KNOWLEDGE OF ALL RELEVANT FACTS</p> <p>THE DETERMINATION OF WHICH TAX POSITIONS ARE MORE LIKELY THAN NOT OF BEING SUSTAINED REQUIRES THE USE OF SIGNIFICANT JUDGEMENTS AND ESTIMATES BY MANAGEMENT, WHICH MAY OR MAY NOT BE BORNE OUT BY ACTUAL RESULTS AS OF JUNE 30, 2014 AND 2013, THE BOARD HAD NO RESERVES FOR UNCERTAIN TAX POSITIONS</p>

**SCHEDULE F
(Form 990)**

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

► Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

► Attach to Form 990. ► See separate instructions.

► Information about Schedule F (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

**Open to Public
Inspection**

Name of the organization

COLLEGE ENTRANCE EXAMINATION BOARD

Employer identification number

13-1623965

Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☐ Yes ☐ No

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in region	(d) Activities conducted in region (by type) (e.g., fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for and investments in region
(1) CENTRAL AMERICA AND THE CARIBBEAN	0		INVESTMENTS		144,354,697
(2) CENTRAL AMERICA AND THE CARIBBEAN			PROGRAM SERVICES	TESTING	220,299
(3) CENTRAL AMERICA AND THE CARIBBEAN			PROGRAM SERVICES	EDUCATIONAL CONFERENCES	11,166
(4) CENTRAL AMERICA AND THE CARIBBEAN			PROGRAM SERVICES	WORKSHOPS	12,967
(5) EAST ASIA AND THE PACIFIC		1	PROGRAM SERVICES	TESTING	2,437,963
(6) EAST ASIA AND THE PACIFIC			PROGRAM SERVICES	EDUCATIONAL CONFERENCES	107,284
(7) EAST ASIA AND THE PACIFIC			PROGRAM SERVICES	WORKSHOPS	349,010
(8) EUROPE (INCLUDING ICELAND AND GREENLAND)			PROGRAM SERVICES	TESTING	818,074
(9) EUROPE (INCLUDING ICELAND AND GREENLAND)			PROGRAM SERVICES	EDUCATIONAL CONFERENCES	115,672
(10) EUROPE (INCLUDING ICELAND AND GREENLAND)			PROGRAM SERVICES	WORKSHOPS	91,417
(11) EUROPE (INCLUDING ICELAND AND GREENLAND)			INVESTMENTS		3,373,782
(12) MIDDLE EAST AND NORTH AFRICA			PROGRAM SERVICES	TESTING	1,924,998
(13) MIDDLE EAST AND NORTH AFRICA			PROGRAM SERVICES	EDUCATIONAL CONFERENCES	16,516
(14) MIDDLE EAST AND NORTH AFRICA			PROGRAM SERVICES	WORKSHOPS	33,505
(15) NORTH AMERICA (CANADA & MEXICO ONLY)			PROGRAM SERVICES	TESTING	1,019,254
(16) NORTH AMERICA (CANADA & MEXICO ONLY)		1	PROGRAM SERVICES	WORKSHOPS	798,766
(17) NORTH AMERICA (CANADA & MEXICO ONLY)			PROGRAM SERVICES	EDUCATIONAL CONFERENCES	16,933
3a Sub-total	0	2			155,702,303
b Total from continuation sheets to Part I	0	1			3,342,843
c Totals (add lines 3a and 3b)	0	3			159,045,146

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 50082W

Schedule F (Form 990) 2013

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									
(8)									
(9)									
(10)									
(11)									
(12)									
(13)									
(14)									
(15)									
(16)									

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ▶

3 Enter total number of other organizations or entities ▶

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 16.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

Schedule F (Form 990) 2013

Part IV Foreign Forms

- 1** Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* ☒ Yes ☐ No
- 2** Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A)* ☐ Yes ☒ No
- 3** Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect To Certain Foreign Corporations. (see Instructions for Form 5471)* ☒ Yes ☐ No
- 4** Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)* ☒ Yes ☐ No
- 5** Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect To Certain Foreign Partnerships. (see Instructions for Form 8865)* ☒ Yes ☐ No
- 6** Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713)* ☐ Yes ☒ No

Schedule F (Form 990) 2013

Part I**Activities per Region (continued)**

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in region	(d) Activities conducted in region (by type) (e.g., fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for and investments in region
(18) NORTH AMERICA (CANADA & MEXICO ONLY)			INVESTMENTS		2,601,318
(19) RUSSIA AND NEIGHBORING STATES			PROGRAM SERVICES	EDUCATIONAL CONFERENCES	3,961
(20) RUSSIA AND NEIGHBORING STATES			PROGRAM SERVICES	TESTING	51,439
(21) SOUTH AMERICA			PROGRAM SERVICES	WORKSHOPS	3,617
(22) SOUTH AMERICA		1	PROGRAM SERVICES	TESTING	53,711
(23) SOUTH AMERICA			PROGRAM SERVICES	EDUCATIONAL CONFERENCES	27,785
(24) SOUTH ASIA			PROGRAM SERVICES	EDUCATIONAL CONFERENCES	22,964
(25) SOUTH ASIA			PROGRAM SERVICES	WORKSHOPS	129,055
(26) SUB-SAHARAN AFRICA			PROGRAM SERVICES	EDUCATIONAL CONFERENCES	26,151
(27) SUB-SAHARAN AFRICA			PROGRAM SERVICES	WORKSHOPS	2,510
(28) SUB-SAHARAN AFRICA			INVESTMENTS		420,332

**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" to Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Information about Schedule I (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

**Open to Public
Inspection**

Employer identification number

13-1623965

COLLEGE ENTRANCE EXAMINATION BOARD

Part I General Information on Grants and Assistance

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(1) AMERICAN COUNCIL ON EDUCATION 1 DUPONT, WASHINGTON, DC 20031	53-0196573	501(C)(3)	50,000				COLLEGE APPLICATION WEEK INITIATIVE
(2) CONCERNS OF POLICE SURVIVORS, INC PO BOX 3199, SOUTH HIGHWAY, CAMDENTON, MO 65020	52-1354370	501(C)(3)	50,000				SCHOLARSHIPS
(3) EL MONTE UNION HIGH SCHOOL DISTRICT 3537 JOHNSON AVENUE, ELMONTE, CA 91731	95-6001075	SEE COL A	10,000				EDUCATION AWARD
(4) FRIENDS OF PUERTO AVENTURANS FOUNDATION 45 ROCKEFELLER PLAZA, NEW YORK, NY 10011	90-0896667	501(C)(3)	10,000				EDUCATIONAL
(5) LEYDEN HIGH SCHOOL DISTRICT 3400 ROSE STREET, FRANKLIN PARK, IL 60131	36-6004404	SEE COL A	10,000				EDUCATION AWARD
(6) LINCOLN SQUARE BUSINESS IMPROVEMENT 1841 BROADWAY, SUITE 1112, NEW YORK, NY 10023	13-3922300	501(C)(3)	10,000				COMMUNITY SUPPORT
(7) NATIONAL FALLEN FIREFIGHTERS FOUNDATION PO DRAW 498, EMMITSBURG, MD 21727	52-1832635	501(C)(3)	50,000				SCHOLARSHIPS
(8) NATIONAL GOVERNORS ASSOCIATION 444 NORTH CAPITAL STREET NW, SUITE 267 WASHINGTON, DC 20001	23-7391796	501(C)(3)	20,000				CORPORATE FELLOWS PROGRAM
(9) SAINT HOPE ACADEMY 3418 3RD AVENUE, SACRAMENTO, CA 95817	68-0193050	501(C)(3)	10,000				COLLEGE PREPARATION FOR INNER CITY STUDENTS
(10) SALZBURG GLOBAL SEMINAR, INC. 1730 PENNSYLVANIA AVENUE NW, WASHINGTON DC 20006	04-2200147	501(C)(3)	50,000				GLOBAL CITIZENSHIP PROGRAM
(11) THE EDUCATION TRUST 1250 H STREET, NW, SUITE 700, WASHINGTON, DC 20005	52-1982223	501(C)(3)	15,000				EDUCATION AWARD
(12) THE FUND FOR PUBLIC SCHOOLS INC 52 CHAMBERS STREET, ROOM 305, NEW YORK, NY 10007	11-2656137	501(C)(3)	50,000				STEM EDUCATION

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ 16
- 3** Enter total number of other organizations listed in the line 1 table ▶ 0

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat No. 50055P

Schedule I (Form 990) (2013)

Part III **Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

Part III can be duplicated if additional space is needed.					
(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
1 SCHOLARSHIPS FOR PUBLIC	384	229,503			
2 HEALTH RESEARCH	20	133,082			
3					
4					
5					
6					
7					

Part IV Supplemental Information. Provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

SEE NEXT PAGE

Part IV**Supplemental Information** Complete this part to provide the information required in Part I, line 2, and any other additional information.

Return Reference	Identifier	Explanation
SCHEDULE I, PART I, LINE 2	PROCEDURES FOR MONITORING USE OF GRANT FUNDS	THE COLLEGE BOARD MAINTAINS ACCURATE RECORDS OF THE AMOUNTS OF GRANTS IN ACCORDANCE WITH GAAP, DOCUMENTS SELECTION CRITERIA AND ELIGIBILITY, AND MONITORS USE OF GRANT FUNDS

Part II | Grants and Other Assistance to Governments and Organizations in the United States (continued)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(13) UNIVERSITY OF MAINE AT FARMINGTON 224 MAIN STREET, FARMINGTON, ME 04938	01-6000769	SEE COL. A	10,000				FINANCIAL LITERACY EDUCATION
(14) SCHOOL BOARD OF MIAMI DADE FLORIDA 1450 NE 2ND AVENUE, MIAMI, FL 33132	59-6000572	SEE COL. A	10,000				EDUCATIONAL
(15) RENAISSANCE ARTS ACADEMY 1800 COLORADO BLVD , LOS ANGELES, CA 90041	72-1550802	501(C)(3)	7,500				EDUCATIONAL AWARD
(16) HARVARD UNIVERSITY - HUTCHINS CENTER 104 MOUNT AUBURN STREET, 3R, CAMBRIDGE, MA 02138	04-2103580	501(C)(3)	150,000				RESEARCH

SCHEDULE J
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization

COLLEGE ENTRANCE EXAMINATION BOARD

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest
Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990. ▶ See separate instructions.

▶ Information about Schedule J (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

**Open to Public
Inspection**

Employer identification number

13-1623965

Part I Questions Regarding Compensation

	Yes	No
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. <input checked="" type="checkbox"/> First-class or charter travel <input type="checkbox"/> Travel for companions <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Discretionary spending account <input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Health or social club dues or initiation fees <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)		
b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain.	1b ✓	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked in line 1a?	2 ✓	
3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. <input checked="" type="checkbox"/> Compensation committee <input checked="" type="checkbox"/> Independent compensation consultant <input checked="" type="checkbox"/> Form 990 of other organizations <input checked="" type="checkbox"/> Written employment contract <input checked="" type="checkbox"/> Compensation survey or study <input checked="" type="checkbox"/> Approval by the board or compensation committee		
4 During the year, did any person listed in Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:		
a Receive a severance payment or change-of-control payment?	4a ✓	
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	✓
c Participate in, or receive payment from, an equity-based compensation arrangement?	4c	✓
If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.		
Only section 501(c)(3) and 501(c)(4) organizations must complete lines 5–9.		
5 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:		
a The organization?	5a	✓
b Any related organization?	5b	✓
If "Yes" to line 5a or 5b, describe in Part III.		
6 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:		
a The organization?	6a	✓
b Any related organization?	6b	✓
If "Yes" to line 6a or 6b, describe in Part III.		
7 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III.	7	✓
8 Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.	8	✓
9 If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

Note. The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation reported as deferred in prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 DAVID COLEMAN, PRESIDENT & CEO/TRUSTEE	(i)	547,913	112,500	30,441	33,150	8,188	732,192	0
	(ii)	0	0	0	0	0	0	0
2 JULIE WEISSMAN, VP, ORGANIZATIONAL EFFECTIVENESS - POSITION RECLASSIFIED TO NON-OFFICER	(i)	235,203	20,384	467	33,150	6,105	295,309	0
	(ii)	0	0	0	0	0	0	0
3 MARY C. SCOTT, VP, MEMBERSHIP POSITION RECLASSIFIED AS NON-OFFICER	(i)	215,122	5,450	5,925	29,227	8,659	264,383	0
	(ii)	0	0	0	0	0	0	0
4 PETER KAUFMANN, VP, COMMUNICATIONS	(i)	118,017	0	16,959	17,780	8,691	161,447	0
	(ii)	0	0	0	0	0	0	0
5 TOM RUDIN, SVP, GOVERNMENT RELATIONS	(i)	311,106	7,969	44,117	33,150	20,525	416,867	0
	(ii)	0	0	0	0	0	0	0
6 HERBERT ELISH, SVP, CHIEF OPERATING OFFICER	(i)	286,623	0	60,871	33,150	7,023	387,667	0
	(ii)	0	0	0	0	0	0	0
7 WAYNE CAMARA, RESEARCH AND DEVELOPMENT	(i)	212,810	0	32,157	31,217	2,984	279,168	0
	(ii)	0	0	0	0	0	0	0
8 THOMAS HIGGINS, SVP, CHIEF FINANCIAL OFFICER	(i)	417,138	10,598	49,388	32,500	22,318	531,942	0
	(ii)	0	0	0	0	0	0	0
9 DOROTHY SEXTON, VP, SECRETARY	(i)	231,357	5,859	3,332	31,343	8,292	280,183	0
	(ii)	0	0	0	0	0	0	0
10 JEREMY SINGER, SVP, CHIEF OPERATING OFFICER	(i)	326,788	0	1,148	7,719	20,087	355,742	0
	(ii)	0	0	0	0	0	0	0
11 NEIL LANE, GENERAL COUNSEL	(i)	387,056	33,150	24,205	33,150	18,267	495,828	0
	(ii)	0	0	0	0	0	0	0
12 STEVEN TITAN, VP, TREASURER	(i)	299,562	7,548	14,088	33,151	17,124	371,473	0
	(ii)	0	0	0	0	0	0	0
13 KATHRYN JURIC, VP, CONSUMER ASSESS PROGRAM	(i)	132,655	0	164,451	20,406	7,496	325,008	0
	(ii)	0	0	0	0	0	0	0
14 TREVOR PACKER, SVP, AP PROGRAMS POSITION RECLASSIFIED AS NON-OFFICER	(i)	345,218	29,278	772	33,150	5,792	414,210	0
	(ii)	0	0	0	0	0	0	0
15 TERRI SHAW, SENIOR VICE PRESIDENT, CIO	(i)	348,334	4,250	3,262	22,791	17,383	396,020	0
	(ii)	0	0	0	0	0	0	0
16 TODD HUSTON, SR VP, STATE AND DISTRICT PARTNERS	(i)	318,814	5,417	1,202	27,198	19,883	372,514	0
	(ii)	0	0	0	0	0	0	0

Schedule J (Form 990) 2013

Part II
Officers, Directors, Trustees, Key Employees and Highest Compensated Employees (continued)

(a) Name and Title		(b) Breakdown of W-2 and/or 1099-MISC compensation			(c) Retirement and other deferred compensation	(d) Nontaxable benefits	(e) Total of columns (b)(i)-(d)	(f) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(17) CYNDIE SCHMEISER, CHIEF OF ASSESSMENT	(i)	231,458	0	3,366	7,042	0	241,866	0
	(ii)	0	0	0	0	0	0	0
(18) RANJIT SIDHU, SR VP STRATEGY & NEW PRODUCT DEVELOPMENT	(i)	210,334	0	708	6,933	11,589	229,564	0
	(ii)	0	0	0	0	0	0	0
(19) STEPHEN MEYER, VP, OFFICE OF STRATEGY MANAGEMENT	(i)	158,790	0	349,333	24,318	8,328	540,769	0
	(ii)	0	0	0	0	0	0	0
(20) PETER NEGRONI, SVP, RELATIONSHIP DEVELOPMENT	(i)	233,482	0	540,727	33,150	4,514	811,873	0
	(ii)	0	0	0	0	0	0	0
(21) ANDREA MAINELLI, SVP, REGIONAL ACCOUNTS	(i)	326,613	0	47,588	33,150	15,837	423,188	0
	(ii)	0	0	0	0	0	0	0
(22) HAL HIGGINBOTHAM, SVP	(i)	162,288	0	288,583	27,328	6,053	484,252	0
	(ii)	0	0	0	0	0	0	0
(23) ALAN HEAPS, VP, GOVERNMENT	(i)	102,928	0	282,370	16,232	7,243	408,773	0
	(ii)	0	0	0	0	0	0	0

Part III

Supplemental Information Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

Return Reference	Identifier	Explanation
SCHEDULE J, PART I, LINE 1A	FIRST-CLASS OR CHARTER TRAVEL	FIRST CLASS TRAVEL IS SOMETIMES USED BY 3 STAFF MEMBERS OF THE OFFICE OF THE PRESIDENT AND IS EXCLUDED FROM TAXABLE COMPENSATION IN ACCORDANCE WITH IRC SEC 274
SCHEDULE J, PART I, LINE 4A	SEVERANCE OR CHANGE-OF- CONTROL PAYMENT	PETER NEGRONI \$497,196 HAL HIGGINBOTHAM \$238,294 STEPHEN MEYER \$324,241 ALAN HEAPS \$260,753 KATHRYN JURIC \$142,840

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information

OMB No 1545-0047

2013

Open to Public Inspection

Name of the Organization
COLLEGE ENTRANCE EXAMINATION BOARD

Employer Identification Number
13-1623965

Return Reference	Identifier	Explanation
FORM 990, PART I, LINE 1	BRIEF MISSION	<p>(CONTINUED FROM FORM 990, PART I, LINE 1)</p> <p>SCHOOLS, AND OTHER EDUCATIONAL ORGANIZATIONS THROUGH OUR PROGRAMS AND INITIATIVES, WE CHALLENGE ALL STUDENTS TO OWN THEIR FUTURE BY PRACTICING HARD AND TAKING ADVANTAGE OF EVERY OPPORTUNITY THEY EARN</p> <p>WE SERVE MORE THAN 7 MILLION STUDENTS AND PARENTS, 23,000 HIGH SCHOOLS, AND 3,900 COLLEGES AND UNIVERSITIES IN OVER 180 COUNTRIES, AS WELL AS POLICYMAKERS ON THE NATIONAL AND STATE LEVELS. OUR PRIMARY GOALS ARE TO IMPROVE COLLEGE AND CAREER READINESS AND INCREASE ACCESS TO OPPORTUNITY FOR ALL STUDENTS THROUGH FOCUSED ASSESSMENTS, RIGOROUS INSTRUCTION, PERSONALIZED PRACTICE, BREAKING BARRIERS TO COLLEGE ENTRY, AND ACCESS TO BETTER PLANNING TOOLS AND SKILLS NEEDED MOST FOR TOMORROW'S JOBS</p>
FORM 990, PART III, LINE 4A	PROGRAM SERVICE DESCRIPTION	<p>(CONTINUED FROM FORM 990, PART III, LINE 4A)</p> <p>PSAT/NMSQT WAS TAKEN BY OVER 3.86 MILLION STUDENTS IN OVER 24,000 SCHOOLS. MORE THAN 63.4 MILLION PEOPLE VISITED THE COLLEGE BOARD'S WEBSITE TO ACCESS FREE INFORMATION ON COLLEGE PREPARATION AND ACCESS</p> <ul style="list-style-type: none"> • COLLEGE APPLICATION FEE WAIVERS: EVERY INCOME-ELIGIBLE SENIOR WHO TAKES THE SAT OR AN SAT SUBJECT TEST USING A FEE WAIVER NOW DIRECTLY RECEIVES FOUR COLLEGE APPLICATION FEE WAIVERS, WHICH MAY BE USED TO APPLY TO 2,000 PARTICIPATING COLLEGES • EXPANDED SCHOLARSHIP OPPORTUNITIES: THE COLLEGE BOARD HAS PARTNERED WITH FIVE LEADING SCHOLARSHIP PROVIDERS — THE AMERICAN INDIAN GRADUATE CENTER (AIGC), ASIAN & PACIFIC ISLANDER AMERICAN SCHOLARSHIP FUND (APIASF), HISPANIC SCHOLARSHIP FUND (HSF), JACK KENT COOKE FOUNDATION (JKCF), AND THE UNITED NEGRO COLLEGE FUND (UNCF) — TO EXPAND ACCESS TO \$185 MILLION IN EXISTING SCHOLARSHIP DOLLARS TO LOW-INCOME AND UNDERREPRESENTED STUDENTS. BY USING INFORMATION FROM THE PSAT/NMSQT TO ENHANCE RECRUITMENT EFFORTS, AIGC, APIASF, HSF, THE JACK KENT COOKE FOUNDATION, AND UNCF WILL HAVE ACCESS TO A BETTER REPRESENTATION OF ELIGIBLE STUDENTS FROM HIGH SCHOOLS ACROSS THE COUNTRY. • REALIZE YOUR COLLEGE POTENTIAL AND APPLY TO 4 OR MORE: USING RESULTS FROM THE SAT AND PSAT/NMSQT, THE COLLEGE BOARD DELIVERS PERSONALIZED, ACTIONABLE INFORMATION ABOUT THE COLLEGE APPLICATION PROCESS TO HIGH-ACHIEVING, LOW-INCOME STUDENTS THROUGH OUR REALIZE YOUR COLLEGE POTENTIAL INITIATIVE. IN ADDITION, OUR APPLY TO 4 OR MORE CAMPAIGN ENCOURAGES STUDENTS TO APPLY TO FOUR OR MORE COLLEGES (I.E., TO AT LEAST ONE SAFETY, TWO GOOD FITS, AND ONE REACH) AND INCREASES THEIR PROPENSITY TO ENROLL AND SUCCEED IN A COLLEGE THAT IS A GOOD FIT FOR THEM • PARTNERSHIP WITH KHAN ACADEMY: THE COLLEGE BOARD HAS PARTNERED WITH KHAN ACADEMY TO OFFER FREE, PERSONALIZED, INTERACTIVE TEST PRACTICE MATERIALS FOR BOTH THE REDESIGNED PSAT/NMSQT AND THE REDESIGNED SAT. RESULTS FROM THE PSAT/NMSQT WILL BE USED TO DESIGN PERSONALIZED PRACTICE FOR STUDENTS • COLLEGE-LEVEL EXAMINATION PROGRAM (CLEP): CLEP IS THE MOST WIDELY ACCEPTED CREDIT-BY-EXAMINATION PROGRAM, AVAILABLE AT MORE THAN 2,900 COLLEGES AND UNIVERSITIES. IT ENABLES STUDENTS OF ALL AGES AND BACKGROUNDS TO EARN COLLEGE CREDIT BY DEMONSTRATING THEIR MASTERY OF COLLEGE-LEVEL MATERIAL
FORM 990, PART III, LINE 4B	PROGRAM SERVICE DESCRIPTION	<p>(CONTINUED FROM FORM 990, PART III, LINE 4B)</p> <p>HELPS EDUCATORS INCREASE ACCESS TO AP BY USING PSAT/NMSQT SCORE DATA TO IDENTIFY STUDENTS WITH THE POTENTIAL TO SUCCEED IN AP</p> <ul style="list-style-type: none"> • THE COLLEGE BOARD IS EXPANDING CAREER OPPORTUNITY BY GIVING STUDENTS ACCESS TO BETTER PLANNING TOOLS AND THE SKILLS THAT MATTER MOST FOR JOBS OF THE FUTURE, INCLUDING SCIENCE, TECHNOLOGY, ENGINEERING AND MATH (STEM), AND CODING • FOCUS ON STEM DISCIPLINES: STEM DISCIPLINES ARE ESSENTIAL TO OUR NATION'S ABILITY TO COMPETE IN THE GLOBAL MARKETPLACE. THE COLLEGE BOARD RECENTLY ANNOUNCED THE LAUNCH OF AP COMPUTER SCIENCE PRINCIPLES, A NEW COURSE DESIGNED TO GIVE STUDENTS FOUNDATIONAL COMPUTING SKILLS, AN UNDERSTANDING OF THE REAL-WORLD IMPACT OF COMPUTING APPLICATIONS, AND PROGRAMMING LITERACY. IN ADDITION, MATH AND ANALYSIS ON THE REDESIGNED SAT FOCUSES ON SOLVING PROBLEMS IN SCIENCE, SOCIAL SCIENCE, CAREER SCENARIOS, AND OTHER REAL-WORLD CONTEXTS • AP STEM ACCESS PROGRAM: IN PARTNERSHIP WITH GOOGLE AND DONORSCHOOSE.ORG, THE COLLEGE BOARD LAUNCHED THE AP STEM ACCESS PROGRAM TO INCREASE THE NUMBER OF UNDERREPRESENTED MINORITY AND FEMALE HIGH SCHOOL STUDENTS WHO PARTICIPATE IN AP COURSES IN STEM DISCIPLINES • ALL IN: THIS CAMPAIGN IS DESIGNED TO ENSURE THAT 100 PERCENT OF AFRICAN AMERICAN, LATINO, AND NATIVE AMERICAN STUDENTS ENROLL IN AT LEAST ONE AP CLASS IN A SUBJECT FOR WHICH THEY'VE SHOWN POTENTIAL TO SUCCEED
FORM 990, PART III, LINE 4D	DESCRIPTION OF OTHER PROGRAM SERVICES	<p>(EXPENSES \$ 54,930,455 INCLUDING GRANTS OF \$ 150,000)(REVENUE \$ 22,274,256)</p>

Return Reference	Identifier	Explanation						
		<p>OTHER SERVICES</p> <p>-RESEARCH & ADVOCACY- THE COLLEGE BOARD'S RESEARCH AND ADVOCACY EFFORTS ARE RELATED PRIMARILY TO THE AREAS OF COLLEGE PREPARATION AND ACCESS, COLLEGE AFFORDABILITY AND FINANCIAL AID, COLLEGE ADMISSION AND COMPLETION, AND THE IMPORTANCE OF TEACHERS AND SCHOOL COUNSELORS</p> <p>-MEMBERSHIP- THE COLLEGE BOARD WORKS TO STRENGTHEN RELATIONSHIPS AMONG MEMBERS TO ACHIEVE OUR SHARED GOALS THROUGH PROGRAMS, SERVICES AND LARGE-SCALE CONFERENCES, THE COLLEGE BOARD SEEKS TO FOSTER COMMUNITY, EXPAND KNOWLEDGE AND ENHANCE THE PROFESSION</p>						
FORM 990, PART VI, SEC A, LINE 6	CLASSES OF MEMBERS OR STOCKHOLDERS	THE COLLEGE BOARD IS A MEMBERSHIP CORPORATION CHARTERED BY THE NYS BOARD OF REGENTS WHOSE MEMBERS ARE INSTITUTIONS, SYSTEMS, ORGANIZATIONS AND AGENCIES ENGAGED IN OR SERVING POST-SECONDARY/HIGHER AND SECONDARY EDUCATION AND WORKING TO SUPPORT PREPARATION FOR AND TRANSITION TO POST-SECONDARY /HIGHER EDUCATION						
FORM 990, PART VI, SEC A, LINE 7A	MEMBERS OR STOCKHOLDERS ELECTING MEMBERS OF GOVERNING BODY	MEMBERS ELECT 30 OF THE 31 MEMBERS OF THE GOVERNING BODY, THE BOARD OF TRUSTEES, BY APPOINTING DELEGATES WHO REPRESENT THEM AT MEETINGS OF THE COLLEGE BOARD, REGIONAL ASSEMBLIES, AND NATIONAL ASSEMBLIES AS FOLLOWS: 9 TRUSTEES ARE ELECTED BY 6 REGIONAL ASSEMBLIES, 6 TRUSTEES ARE ELECTED BY 3 NATIONAL ASSEMBLIES, AND 15 TRUSTEES ARE ELECTED AT-LARGE NATIONALLY THE PRESIDENT IS APPOINTED BY THE TRUSTEES						
FORM 990, PART VI, SEC A, LINE 7B	DECISIONS REQUIRING APPROVAL BY MEMBERS OR STOCKHOLDERS	IF THE GOVERNING BOARD PROPOSES AN AMENDMENT OF THE CORPORATE CHARTER OR BYLAWS, A TWO-THIRDS VOTE OF THE MEMBERS IS REQUIRED TO APPROVE THE PROPOSED AMENDMENT MEMBERS MAY ALSO SUSPEND THE BYLAWS WITH A UNANIMOUS VOTE WHEN A QUORUM IS PRESENT AT A MEETING						
FORM 990, PART VI, SEC B, LINE 11B	REVIEW OF FORM 990 BY GOVERNING BODY	THE 990 IS REVIEWED BY THE TAX DIRECTOR, THE COLLEGE BOARD'S PUBLIC ACCOUNTING FIRM, THE CHIEF ACCOUNTING OFFICER, MEMBERS OF THE SENIOR MANAGEMENT TEAM, AND THE AUDIT COMMITTEE OF THE BOARD OF TRUSTEES BEFORE IT IS PROVIDED TO THE BOARD OF TRUSTEES FOR APPROVAL						
FORM 990, PART VI, SEC B, LINE 12C	CONFLICT OF INTEREST POLICY	<p>ANNUAL DISCLOSURE STATEMENT - EACH YEAR, THE COLLEGE BOARD OFFICE PROVIDES THE TRUSTEES, OFFICERS, AND EXECUTIVE DIRECTORS "GUIDELINES FOR AVOIDING CONFLICTS OF INTEREST, MAINTAINING CONFIDENTIALITY, AND BARRING INSIDER TRADING" AND REQUIRES THEM TO SIGN ANNUAL DISCLOSURE STATEMENTS, WHICH ARE REVIEWED BY THE COLLEGE BOARD OFFICES OF THE SECRETARY AND GENERAL COUNSEL</p> <p>THE COLLEGE BOARD EMPLOYEE HANDBOOK ("HANDBOOK") SETS FORTH THE COLLEGE BOARD POLICIES ON CONFLICTS, WHICH REQUIRE EMPLOYEES TO REPORT ACTUAL AND POTENTIAL CONFLICTS IN WRITING A VIOLATION WILL RESULT IN IMMEDIATE DISCIPLINE, UP TO AND INCLUDING IMMEDIATE TERMINATION ETHICS AND COMPLIANCE REPORTING SYSTEM IS AN ADDITIONAL MECHANISM FOR BOTH EMPLOYEES AND NON-EMPLOYEES TO RAISE CONCERNS IN AN ANONYMOUS AND CONFIDENTIAL MANNER THROUGH AN INTERNET BASED ETHICS AND COMPLIANCE REPORTING SYSTEM AND CALL CENTER. REPORTS SUBMITTED ARE REVIEWED BY THE COLLEGE BOARD OFFICE OF THE GENERAL COUNSEL</p>						
FORM 990, PART VI, SEC B, LINE 15A	PROCESS TO ESTABLISH COMPENSATION OF TOP MANAGEMENT OFFICIAL	COMPENSATION FOR OFFICERS AND TOP MANAGEMENT IS REVIEWED ANNUALLY BY AN EXTERNAL CONSULTING FIRM AND BY THE TRUSTEE COMMITTEE ON HUMAN RESOURCES AND COMPENSATION						
FORM 990, PART VI, SEC B, LINE 15B	PROCESS TO ESTABLISH COMPENSATION OF OTHER EMPLOYEES	COMPENSATION FOR OFFICERS AND TOP MANAGEMENT IS REVIEWED ANNUALLY BY AN EXTERNAL CONSULTING FIRM AND BY THE TRUSTEE COMMITTEE ON HUMAN RESOURCES AND COMPENSATION						
FORM 990, PART VI, SEC C, LINE 19	REQUIRED DOCUMENTS AVAILABLE TO THE PUBLIC	THE COLLEGE BOARD COMPLIES WITH ALL LAWS REQUIRING PUBLIC DISCLOSURE OF GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICIES, AND FINANCIAL STATEMENT REPORTING THE COLLEGE BOARD'S BYLAWS, CHARTER, AND ASSEMBLY GOVERNANCE PLANS ARE AVAILABLE AT COLLEGEBOARD.ORG						
FORM 990 , PART XI, LINE 9	OTHER CHANGES IN NET ASSETS OR FUND BALANCES	<table><tr><th>(a) Description</th><th>(b) Amount</th></tr><tr><td>POST RETIREMENT BENEFITS</td><td>- 698,827</td></tr><tr><td>CHANGE IN TEMPORARILY RESTRICTED NET ASSETS</td><td>122,017</td></tr></table>	(a) Description	(b) Amount	POST RETIREMENT BENEFITS	- 698,827	CHANGE IN TEMPORARILY RESTRICTED NET ASSETS	122,017
(a) Description	(b) Amount							
POST RETIREMENT BENEFITS	- 698,827							
CHANGE IN TEMPORARILY RESTRICTED NET ASSETS	122,017							

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (Check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(26) VON MANSFIELD TRUSTEE	2	✓						0	0	0
(27) DANIEL R PORTERFIELD, PH D TRUSTEE	2	✓						0	0	0
(28) MICHAEL J SORRELL TRUSTEE	2	✓						0	0	0
(29) CAESAR T STORLAZZI TRUSTEE	2	✓						0	0	0
(30) JAY TUCKER TRUSTEE	2	✓						0	0	0
(31) SCOTT VERZYL TRUSTEE	2	✓						0	0	0
(32) THOMAS HIGGINS SVP, CHIEF FINANCIAL OFFICER	40			✓				477,124	0	54,818
(33) DOROTHY SEXTON VP, SECRETARY	40			✓				240,548	0	39,635
(34) JEREMY SINGER SVP, CHIEF OPERATING OFFICER	40			✓				327,936	0	27,806
(35) NEIL LANE GENERAL COUNSEL	40			✓				444,411	0	51,417
(36) STEVEN TITAN VP, TREASURER	40			✓				321,198	0	50,275
(37) TREVOR PACKER SVP, AP PROGRAMS POSITION RECLASSIFIED AS NON-OFFICER	40				✓			375,268	0	38,942
(38) TERRI SHAW SENIOR VICE PRESIDENT, CIO	40				✓			355,846	0	40,174
(39) TODD HUSTON SR VP, STATE AND DISTRICT PARTNERS	40				✓			325,433	0	47,081
(40) CYNDIE SCHMEISER CHIEF OF ASSESSMENT	40				✓			234,824	0	7,042
(41) RANJIT SIDHU SR VP, STRATEGY & NEW PRODUCT DEVELOPMENT	40				✓			211,042	0	18,522
(42) STEPHEN MEYER VP, OFFICE OF STRATEGY MANAGEMENT	40					✓		508,123	0	32,646
(43) PETER NEGRONI SVP, RELATIONSHIP DEVELOPMENT	40					✓		774,209	0	37,664
(44) ANDREA MAINELLI SVP, REGIONAL ACCOUNTS	40					✓		374,201	0	48,987

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (Check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(45) HAL HIGGINBOTHAM SVP	40					✓		450,871	0	33,381
(46) ALAN HEAPS VP, GOVERNMENT	40					✓		385,298	0	23,475
(47) JULIET WEISSMAN VP, ORGANIZATIONAL EFFECTIVENESS - POSITION RECLASSIFIED TO NON-OFFICER	40						✓	256,054	0	39,255
(48) MARY C SCOTT VP, MEMBERSHIP POSITION RECLASSIFIED AS NON-OFFICER	40						✓	226,497	0	37,886
(49) PETER KAUFMANN VP, COMMUNICATIONS	40						✓	134,976	0	26,471
(50) TOM RUDIN SVP, GOVERNMENT RELATIONS	40						✓	363,192	0	53,675
(51) HERBERT ELISH SVP, CHIEF OPERATING OFFICER	40						✓	347,494	0	40,173
(52) WAYNE CAMARA RESEARCH AND DEVELOPMENT	40						✓	244,967	0	34,201
(53) KATHRYN JURIC VP, CONSUMER ASSESS PROGRAM	40						✓	297,106	0	27,902

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